VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."

Child Welfare Digital Services (CWDS) is a software product development organization within the Office of Systems Integration (OSI), which is responsible for two systems: the Child Welfare Services / Case Management System (CWS/CMS) and the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). In November 2015 the CWS-CARES Project embraced an agile approach to software design and development. Rather than procuring a monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually improving support and assistance.

HIGHLIGHTS

The CWDS Intake Digital Service launched Snapshot 1.1 on May 2, which is now live and accessible by 22 county social workers. These users represent Core Counties from across California who assist the State in the research, design and development of the new system to replace the CWS/CMS. Snapshot 1.1 builds on the success of an earlier release, which now allows county workers to view relationships added to the Snapshot. It also provides an improved, formatted version on child/family history.

Snapshot allows staff to search for one or more persons and view the history of their involvement with child welfare, including referrals and cases, in a fraction of the time that it currently takes to do the same work in CWS/CMS. Specifically, Snapshot gives staff the ability to search for people across CWS/CMS from a single field, see each person's current contact information and demographics, and view an at-a-glance summary of their CWS history. The tool also includes a way to easily copy and paste key information, which will greatly enhance workflow for staff. The CWS-CARES Implementation Team is working with State and county organizations to prepare for the use of Snapshot statewide.

The CWS-CARES Project started Program Increment (PI) 7 on May 3, and continues to make progress toward the goal of regular delivery of working code to production. The priorities for PI-7 include Cognito and Snapshot 1.2. Development of Snapshot 1.2 and Cognito 1.0 was completed, and readiness and deployment tasks are in progress. The project is planning to deliver Snapshot 1.2 and Cognito 1.0 statewide in September 2018. The Digital Service Teams hold public sprint reviews monthly, with details of progress published online.

CWDS is also working to articulate the full scope of work to complete the CWS-CARES Project. This includes the development of the product blueprint, which will help to inform the product development strategy and the project build plan. CWDS is also researching and evaluating appropriate technical approaches to ensure that data is effectively exchanged between CWS/CMS and CWS-CARES while Child Welfare Workers use both systems simultaneously. A team is currently assessing the Legacy Strategy to address the challenges and limitations of the legacy systems. When completed, the Legacy Strategy will contribute to the project build plan. The Legacy Strategy was presented at the All Staff meeting on May 22, which acknowledges a reliance on the legacy system to remain in production until deemed obsolete. In the interim, the strategy consists of a data exchange model that ensures fundamental data updates that are adequately handled in either system, without requiring double entry by the users. While this strategy is proven out, work on the Product Blueprint continues, which consists of a holistic approach in the buildout of the CARES system.

On May 3, Kelly Hassenplug joined CWDS as the Project Administration Director. In this role, Kelly will lead the teams that focus on essential project support needs, such as the Project Management Office, Procurement & Contract Management, Stakeholder Relations and Communications. Kelly has over 15 years' experience in Information Technology (IT) Project and Portfolio management and strategic planning. Most recently, she served as the Portfolio and Governance Chief for the California Health and Human Services (CHHS) Agency, Office of the Agency Information Officer (AIO). In this role, Kelly led a team that provides oversight and reporting on a multi-million dollar IT project portfolio that consists of over 60 projects. She also managed CHHS Governance activities for the purpose of integrating statewide technology initiatives while ensuring compliance with IT policies, standards, and the Agency Information Strategic Plan.

CWS-CARES held an all-day sprint review on May 3 that featured project updates for stakeholders. In case you missed it, you may review the presentation slides and audio recordings for each team on our **CWDS archive (The Feed)**.

Leading Agile consultants, a professional firm contracted by our federal partners to provide oversight and technical assistance, returned to CWDS May 15-17 to coach leadership in several areas, including but not limited to, adherence to Agile discipline, identification of key priorities to drive the project forward, and an action item for the Leadership Team to develop 30/60/90 day plans to work on key priorities.

On May 18, Tony Fortenberry, the Product Director departed from CWDS in pursuit of new opportunities. Tony has been a proud supporter of the CWS-CARES project. We are grateful for his contributions to the development and progress of the project. The Project is working to fill this key position as soon as possible.

The Project is currently working on the Special Project Report (SPR) to be submitted to the California Department of Technology by July 16, 2018. In addition, the Project is working on the Annual Advance Planning Document Update to be submitted to Administration on Children, Youth, and Families (ACYF) by August 1, 2018.

CWDS recently added a **"Support" tab** to our website so users have quick access to the CWDS Service Desk and Customer Relations teams as more CWS-CARES functionality is released in the upcoming months. Stakeholders can stay updated by visiting the CWDS archive (The Feed), viewing the CWDS events calendar and subscribing to our eNewsletter.

Event materials are posted on the Stakeholder Resources page at https://cwds.ca.gov/feed. CWS-CARES stakeholders can follow the project's weekly progress on the blog site: https://blog.cwds.ca.gov.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release 1 (R1)	03/2017	03/16/17	Completed	The project reached a major milestone on 3/16/17 with its first release for testing and technical feasibility to a small subset of county users. The Login and Search functionality was made available to the twelve core county participants.
Product Increment 2 (PI-2)	05/2017	05/2017	Completed	CWDS conducted PI-2, a feature development session beginning 03/2017 and completing in 05/2017.
Product Increment 3 (PI-3)	08/2017	08/23/17	Completed	CWDS conducted PI-3, a feature development session beginning 06/2017 and completing in 08/2017.
Product Increment 4 (PI-4)	11/2017	11/15/17	Completed	CWDS conducted PI-4, a feature development session beginning 09/2017and completing in 11/2017.
Product Increment 5 (PI-5)	03/2018	03/21/18	Completed	CWDS conducted PI-5, a feature development session beginning 11/2017 and completing in 03/2018. The Project extended PI-5 by two additional sprints to discuss the project's legacy strategy approach and implement the changes for an enterprise-wide DesignOps team.
Product Increment 6 (PI-6)	05/2018	05/02/18	Completed	CWDS is currently conducting PI-6, a feature development sessions that began 03/2018 and will complete in 05/2018.
Product Increment 7 (PI-7)	06/2018		In Progress	CWDS will conduct PI-7, a feature development session, beginning 05/2018 that will complete in 06/2018.
Procure DevOps 3 Services Contract	09/2018		In Development	DevOps Engineering will provide support in the following areas: continuous integration, continuous deployment, automated testing, scripting of server configuration, and repeatable process automation. DevOps Engineering will also provide operating system administration support. The Request for Offer (RFO) is in development.
Procure Digital Service Development Team (Dev 6) Contract	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Service Development Team (Dev 7) Contract	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Services Development Team (Dev 8) Contract Services	09/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county

| Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
				and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Digital Service Development Team (Dev 9) Contract Services	11/2018		In Development	The Digital Service Development Teams will provide consulting services to support the design and development of the CWS-CARES. The Contractor will support any development effort for CWS-CARES, as directed by the State, and will be part of a multi-functional team consisting of state, county and vendor resources and shall collaborate with other Digital Service and technology platform vendors, as required.
Procure Organizational Change Management (OCM) Services Contract	09/2018		In Development	The OCM Services will assist the project in developing an internal OCM strategy. The OCM strategy and techniques will be integrated with the organization's plans and into all of its performance improvement methods and solutions, including to create lasting performance improvement. OCM will provide a framework for managing the effect of new business processes, changes in organizational structure and cultural changes within CWDS.
Procure Implementation Services Contract II	1/2019		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.

DIGITAL SERVICE UPDATE

Digital Service	Progress to Date
The **Intake** digital service will provide county Child Welfare Agencies an easy to navigate and efficient way to record and access information regarding child abuse, neglect, exploitation allegations, investigative findings and outcomes.	- Released Snapshot 1.1 into Production environment for Core County Representatives. - Fixed Search results to show last known residence at top of results. - Added the ability to show if child's last known residence was in out of home care (Placement) - Cross-team collaboration - Implemented testing of integration based on Snapshot and Hotline personas. - Changed worker safety alert in CARES field to populate Screener alert section in CWS/CMS. - Added default county capability to Cross Report card. - Law enforcement agency - District Attorney office - County Licensing - Added the ability to record the time that a cross report was completed. - Users can attach people to the snapshot/screening based on existing relationships for each person added to the snapshot/screening. - User can search for a person based on middle name and suffix. - Fixed Search results to show and save appropriate suffixes, adding standardized spelling of suffix and educational degrees. - Supported testing in Performance Environment for Snapshot 1.2. - Added the ability for a User to edit the Social Security Number on the person card. - Collaborated with Case Management Dev team to add ability to save relationships to CARES. - Participated in agency-wide PI-7 planning to determine work/goal posts for May-June 2018.
The **Certification, Approval and Licensing Services (CALS)** digital service will provide state and county licensing and approval staff and managers with a simple and efficient tool for facility licensing, certifying and resource family home approval.	- Established connectivity and completed indexing of a static set of real Licensing Information System (LIS) and Field Automation System (FAS) data for CWS-CARES Staging environment. - Released Facility Search and Profile 1.0 into Staging environment. - Established CALS Core Constituents user access to Staging and commenced user testing of Facility Search and Profile 1.0. - Fixed multiple bugs and added pagination features and other improvements in search result presentation. - Established connectivity to live FAS and LIS data for CWS-CARES Production environment. - Established Cognito accounts for CALS Core Constituents for Phase 1 release of Facility Search and Profile 1.0 release to Production. - Established initial scope of Facility Search and Profile 1.1 (features required for next release). - Added additional navigation and data population features to online Resource Family Approval (RFA) 01 forms. - Completed design of tracking and contact management features required in the process of approving an RFA application.

Digital Service	Progress to Date
The **Case Management** digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations.	• Researched Business Rules needed for the Relationships feature currently in development for the Intake Hotline product. • Worked in conjunction with DesignOps to provide design suggestions for the CARES Dashboard and Navigation buttons. • Developed Child and Adolescent Needs and Strengths (CANS) Assessment Form screen. Conducted first sprint demonstration on 5/17/18.
The **Resource Management** digital service will provide caseworkers a single, integrated database to search for goods or services that have been purchased or contracted out so clients can receive proper assistance in the most efficient and effective manner.	• Not Started.
The **Court Processing** digital service will enable CWDS to exchange data with court systems.	• Conducting activities to prepare for research and design activities that will begin in FY 2018-19.
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• Pending – Foster Care Eligibility Determination (FCED) solution is being developed under direction of Statewide Automated Welfare System (SAWS) as a separate web service. SAWS is currently determining strategy and is expected to initiate development of an RFO/Request for Proposal (RFP) during 2018.
The **Financial Management** digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	• Not Started.
The **Administration** digital service addresses the overall business organizational structure, staff management, and supporting tools, including forms and reports. This service manages state and county staff work and outcome measures that support California's Child Welfare program. Counties administer their own users and roles via a super-user capability.	• Not Started.

STAFFING VACANCY

Current Vacancy Rate: 26%

CWDS Vacancy Rate & Staff Hired
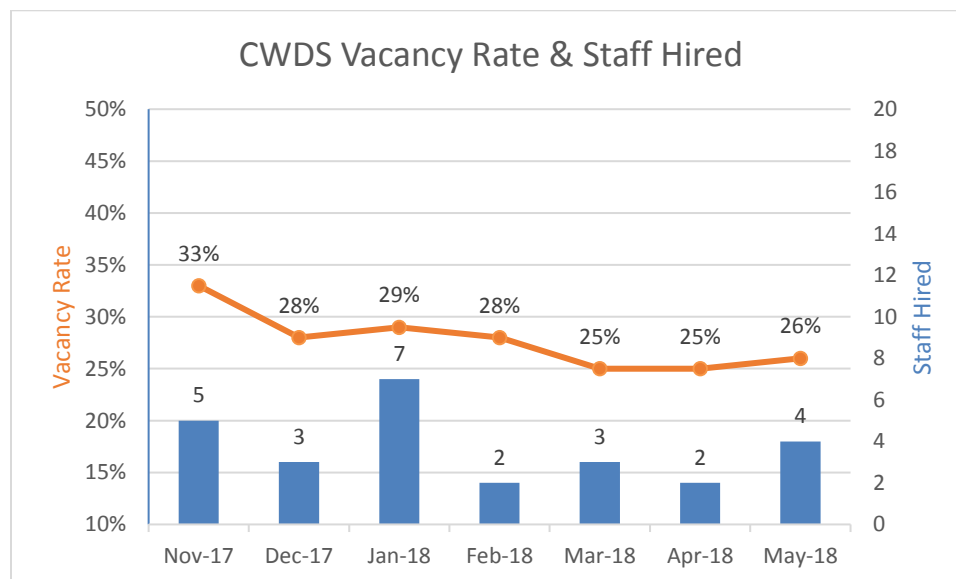
Current Vacancies: 33 of 127 CWS-CARES positions
The project had 32 vacancies at the end of April. In May, we filled four positions, and had one person leave the project. Two of the four filled positions were internal hires, which resulted in two additional vacancies. The other two filled positions were new hires. The project is current reconciling our positions, and during that process identified two additional vacancies. One position became vacant in January and was not added onto the vacant list. The second position is one two vacant product owners. The positions are being recruited together and were incorrectly posted as one position. The project is revising processes to obtain more accurate position data.

Entity	Classification [New]	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Specialist I	Project Management Office (PMO)	07/01/17	334	Final filing date extended to 5/30/18.
OSI	Information Technology Specialist I	Project Management Office	07/01/17	334	Final filing date extended to 5/30/18.
OSI	Information Technology Supervisor II	Data Management	07/01/17	334	Duty statement revision in progress.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	334	Hiring manager to write duty statement.
OSI	Information Technology Specialist I	Product Strategy, User Research and Design	07/01/17	334	Leadership is reviewing this position.
OSI	Information Technology Specialist II	Architecture	07/01/17	334	Repost with current duty statement.
OSI	Information Technology Associate	Security	07/01/17	334	Duty statement to be re-written due to new classification requirements.
OSI	Information Technology Specialist I	Infrastructure	07/01/17	334	Duty statement revision in progress.
OSI	Information Technology Specialist I	QA Engineering	07/01/17	334	RPA routing for signatures.
OSI	Information Technology Associate	Communications	07/01/17	334	Pending re-class. Human Resources (HR) manager to write duty statement.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	334	New Request for Personnel Action (RPA) package in progress.
OSI	Information Technology Supervisor II	QA Engineering	07/01/17	334	Supervisor to review / edit duty statement.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Application Development	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist I	Product Owner	07/01/17	334	Hiring manager to finalize duty statement.
OSI	Information Technology Specialist II	Architecture	07/01/17	334	RPA package under construction.
OSI	Information Technology Specialist I	Implementation/Training	07/01/17	334	Hiring Manager to write duty statement.
OSI	Information Technology Specialist II	Product Owner	07/01/17	334	Hiring Manager to finalize duty statement.
OSI	Information Technology Associate	Communications	10/01/17	242	Pending re-class. HR manager to write duty statement.
OSI	Information Technology Specialist I	Data Management	10/01/17	242	Duty statement in progress.
OSI	Information Technology Specialist I	Security	10/01/17	242	Routing red folder for signatures in progress.
OSI	Staff Services Manager III	Communications	12/15/17	167	Hiring manager reviewing duty statement.
OSI	Information Technology Specialist I	Procurement and Contract Management	01/01/18	150	HR Manager reviewing hiring package.
OSI	Information Technology Specialist I	Project Management Office	01/01/18	150	Scheduling interviews.
OSI	Information Technology Specialist I	Data Management	01/01/18	150	Duty statement in progress.
OSI	Information Technology Manager II	Digital Services	5/18/18	13	Final filing date 6/5/18.
OSI	Information Technology Specialist I	Procurement and Contract Management	5/22/18	9	New vacancy.
OSI	Information Technology Supervisor II	Security	5/31/18	0	Position redirected from PMO to Security. Hiring manager reviewing duty statement.
OSI	Information Technology Specialist I	Security	07/01/17	334	Holding for reclassification.
OSI	Information Technology Specialist II	DevOps Engineering	07/01/17	334	Holding for reclassification.

QUESTIONS? comms@cwds.ca.gov *May 2018*

Entity	Classification [New]		Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Associate		Application Development	07/01/17	334	Holding for reclassification.
OSI	Information Technology Specialist I		Data Management	07/01/17	334	Holding for reclassification.
	Filled Positions					
OSI	Information Technology Supervisor II		Procurement and Contract Management	07/01/17	334	Filled: Start 5/22/18.
OSI	Information Technology Specialist I		Implementation/Training	07/01/17	334	Filled: Start 5/31/18.
OSI	Information Technology Supervisor II		Project Management Office	07/01/17	334	Filled: Start 5/31/18.
OSI	Information Technology Specialist I		QA Engineering	12/02/17	180	Filled: Start 6/1/18.

R I S K S

For this reporting period, there are currently seven (7) high priority risks to report.

Risk	Impact	Mitigation
Continued Risks		
Project staff regularly use external services and storage to collaborate with county users and external stakeholders. The current technology infrastructure is not adequate to meet staff needs to collaborate with external project stakeholders.	1. Information that is vital to the project is being stored on, and managed from, commercial services that are not owned or visible to State administrators. 2. Project and staff waste time and money devising workarounds to lack of necessary technology support from project or OSI in order to achieve their business objectives. 3. Finding information across the variety of repositories is difficult, which could lead to re-work, missed opportunities, or decisions made with bad/incomplete data.	Mitigation strategy includes: Project to procure a tool that allows the Project to share documents with external stakeholders. 1. The project has purchased and implemented G suite, which is a document repository that allows project staff to share documents with external stakeholders.
There is a risk that the Direct Connect rollout will impact the Continuous Delivery (CD) pipeline (destabilizing risk) and delay release of Snapshot.	The unknown amount of time it will take to migrate over to Direct Connect will potentially delay Snapshot Releases and may cause other delays within the pipeline where product is being developed.	Mitigation strategy includes: Plan migration elements and determine the fixed amount of time that will be required for migration at the beginning of the Program Increment Planning Session, as opposed to ad hoc requests during regular Sprint sessions. This will ensure migration efforts will begin at a planned date with adequate time to implement accordingly.
There is a risk that the Cognito rollout will impact the continuous development pipeline (destabilizing risk) and delay release of Snapshot.	Possible delay of future Snapshot releases.	If the deployment is delayed the Contingency Plan is to keep Security Access Framework (current security module) in place while we troubleshoot Cognito.
There is a risk that Cognito will not be configured to allow users without Resource Access Control Facility (RACF) ids to access production version of Facility/Home Profile. Need to ensure that authentication and authorization is properly configured.	Without the roles/privileges being added to the non-RACF users, the planned rollout for that user population will fail. As of now, Cognito can handle the request to add these roles/privileges. This functionality has been tested in the Cocina environment and has been verified by Amazon Web Services (AWS) Enterprise support. It has not yet been proven to be working in a test environment.	Mitigation strategy includes: 1. Perform a test run of adding roles and privileges in Cognito. (Completed and successful). 2. Ensure same functionality as #1 is successful within a test environment. (currently in staging).
The current approach to two factor authentication is to use a code sent via an e-mail to the user, which can be restricting for County workers when email outages occur.	In the event of a County e-mail outage, the child welfare workers may not have access to the CWS-CARES system. As designed, their initial logon is tied to another system that is different in each County.	Mitigation strategy includes: 1. Steve Grimes to Contact CDSS Security Officer to approve rolling back to one factor authentication. 2. Roll back to one factor authentication. 3. Research alternate authentication methods with counties that can be selected by the user at the time of the login (phone call, text, e-mail). 4. Communicate to all stakeholders how and when to use these options.

Risk	Impact	Mitigation
New Risks		
Implementation's work authorization for sandbox support activities ends on 07/23/18. Based on current availability dates and start of standup activities, the team will not be able to support implementation activities in the sandbox support plan.	If the environment setup activities are delayed until PI8, the implementation team will not be able to provide implementation services for the sandbox environment.	1. Transition Sandbox support activities to another team or teams. 2. Focus on setting up the Sandbox environment by the deadline and trigger support activities, allowing adequate time for the implementation team to support it within the original work authorization dates. 3. Do nothing, depending on shifting prioritization possibilities.
CANS, Cognito, and Implementation teams cannot effectively create and implement the CWDS CANS initiative without knowing what parties will be directly involved in the assessment process (both software and physical process). Decisions and definitions need to take place on the CANS program/policy level to avoid impediments and misdirection to development.	Until the above key decisions are made, the following teams will be impacted: CANS Application Team: • Will not know what Users to allow access to CANS. • Will be unable to engage the correct end Users for User Acceptance Testing (UAT), product feedback, or usability and workflow questions. Cognito Team: • Will not know what users shall receive access. • Will be unable to estimate upcoming work efforts needed. Implementation Team: • Will not be able to formulate a rollout plan. • Will not know what County Points of Contact to engage for end user testing or connectivity.	1. Kevin Gaines to identify who the Points of Contact will be at all counties involved in the initial rollout of CANS. 2. Determine what Counties get access to the initial CANS product. CARES Connectivity for Counties • For UAT • For Production Use Register Users (to grant access) 3. Ensure that county Points of Contact have funding to provide support for CANS.
Closed Risks		
The reprioritization of Case Management Digital Service to accommodate the CANS development may delay other previously planned features due to competing resources between design and development.	Resources will have to be re-directed from current development teams to develop CANS which could mean that other features (initiatives) will not be developed as previously planned.	This risk can be closed as Leadership made the decision to focus development work and fewer initiatives in '18/19 (Cognito, Snapshot, CANS) to ensure delivery of product. Therefore redirecting resources for CANS is no longer an issue of delaying previously planned features.

I S S U E S

For this reporting period, there are currently twelve (12) high priority issues being tracked and managed on the project.

Issue	Impact	Resolution
Continued Issues		
The trigger date/event is unknown for the implementation team so they know when they need to start preparation of materials, training, OCM etc.to meet Statewide rollout readiness.	Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.	1. Logical product roadmap continually updated to reflect evolving priorities and technical dependencies. 2. Product delivery target dates provided to stakeholders on a regular basis via multiple communication channels. 3. Product delivery target dates defined as prioritized work approaches completion. 4. Project is currently exploring ways to decouple implementation support from development of product features. The goal is to provide counties with a predictable implementation schedule.
CWS-CARES Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS) compliant Title IV-E Eligibility determination process.	If the State chooses not to describe or become CCWIS compliant, the CWS-CARES Project will receive a reduced level of Federal funding as a non-CCWIS project.	The State is taking the following steps with the intent to become CCWIS compliant: 1. (Completed) Form a state/county workgroup. 2. (In Process) Define and develop consensus for the minimum level of automation in SAWS that is needed to support end-to-end FCED business processes. 3. (Will build the gap analysis with one of the consortiums) Conduct a gap analysis to compare current SAWS

Issue	Impact	Resolution
		business processes against the minimum level of automation required to support end-to-end FCED business processes. 4. Work with OSI CMU as it coordinates the design, acquisition, development, and implementation of a FCED business rules engine that will be consumed by CalACES and CalWIN, AND identify opportunities to incrementally bring the SAWS' end-to-end FCED business processes to an acceptable level of automation. 5. Decide how to fund changes to the SAWS. 6. Advocate with ACYF, CMS and Food and Nutrition Services (FNS) for consensus on an "acceptable" level of automation that is most efficient, effective and economical for California. 7. Complete Phase III, which consists of categorizing information gathered during Phase II of FCED Workgroup (questions from eligibility forms used in tandem with child welfare) and define data fields for CARES/FCED interface. 8. Decision needs to be made if an Eligibility Digital Service Team will be formed for CARES, or if the Eligibility subject matter expert will work with the existing teams (i.e., Case Management and Intake) including the Interfaces Team. (Completed)
Security team staffing is insufficient to meet the work effort assigned to the team. Because of lack of resources, technical debt is accumulating.	Without additional security resources, a high volume of technical debt is expected, non-critical security tasks will be deferred, and critical security tasks may not be completed in expected timeframes.	1. Escalation of recruiting efforts from HR/Hiring manager to fill positions. 2. RFO in progress from Security Management and a Security Advisor.
Continued problems with audio at the All Staff meeting or Stakeholder Quarterly Forums is affecting the ability of counties to hear the content presented. In addition, the lag time on the WebEx is making it difficult to follow along with the presentation.	Counties are raising concerns and requesting a higher quality solution. External staff that call into the All Staff or the Quarterly Stakeholder Forum are unable to hear the content clearly, cannot follow along with the meeting material, and may not feel engaged in the process that could lead to external staff no longer participating.	1. The audio contractor is working with OSI to fix the in-house sound system problem. 2. There should be a contingency plan if testing of the system is unsuccessful. (e.g.,a different facility)
The project is not authorized to utilize extracts of production data for development and testing in integration environments. A Test Data Manager is needed to identify test data and validate test scenarios for user stories and feature development.	User story delivery will continue to take longer to complete and software features will take longer to be released than expected due to delays encountered from the need to manufacture data; or, due to waiting until performance or staging to verify working code when running against real data.	1. This issue is targeted to be closed because "scrubbed" production data is now in the staging environment. Issue is resolved.
The Data Team is not authorized to view or utilize extracts of legacy production data.	Since the Data Team is responsible for providing data quality services to the CARES project, this lack of access prevents them from performing key duties such as: analysis of legacy data for clean-up recommendations, duplicate identification, ad hoc data reports and other data analysis reports. Additionally, this prevents them from ensuring the data conversion process of moving data from the legacy system into the new CARES system is done correctly.	1. Obtain rights in order to view legacy data. 2. Use of Pandora tool to demonstrate data extraction and obfuscation is adequate and safe. 3. Implement security controls mandated by CDSS.

Issue	Impact	Resolution
The appropriate stakeholders and customers are not being properly notified when incidents occur. (The project experienced a Severity 1 (Sev1) incident with CARES and there was not a clearly defined process and points of contacts to manage it.)	Without a clear list of customers and contributors, service desk staff will not be able to resolve or effectively communicate status.	1. Plan to fill out the full Incident Management Plan including the Sev1/Major Incident Management Plan. (In Progress) 2. Identify key stakeholders for Sev1 incidents. (In Progress) 3. Identify key stakeholders for Sev1 business processes & workflows. (In Progress) 4. Outcome: Prepare a complete Incident Management plan including Sev/Major Incident Management Plan & identified stakeholders. (In Progress)
The continuous delivery pipeline is not stable and is inconsistent.	The environment instability and inconsistency can cause slowdown for development and prevent Quality Assurance to be able to promote their code through the pipeline quickly, hence causing delays in overall releases.	1. DevOps to develop a Manifest file that will provide consistent release of the various applications. The Manifest file will contain the versions of the applications deployed, environment configuration and dependencies in an environment at any given time. (Complete) 2. Present proposal to implement the Manifest file. (complete) 3. DevOps is working with the various development teams to discuss the proposal and work on the implementation. (In Progress) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines. 5. Execute planned workload associating with mitigating this Issue. (Time estimation: 1 month) 6. Conduct further investigation to understand the pain points and the expectations once this issue is resolved.
DevOps does not provide adequate environment change notifications to the development teams.	Inadequate environment change notifications can cause miscommunications and possibly delay/block Development teams from proceeding with their tasks.	1. DevOps to reset the Change Management Process for tracking and notification of environment changes. (Completed) 2. Set up Change Control Board meetings to review and schedule changes. (Completed, first meeting was held on 3/20/18) 3. Conduct further investigation to determine the level of adequate notifications needed to further resolve the issue. (3/30/18) 4. From the information gathered in #3, expand upon existing workload as needed and establish timelines. (4/6/18) 5. Execute planned workload in future Sprints. (Time estimation: 1 month)
There is a lack of test bubble environment creation process to allow developers to test in an on-demand environment that can be stood up and mimic a certain environment for testing purpose.	Developers are not able to test their code instantly in an integrated environment and have to wait until their code gets promoted to the higher level environments, which can cut down on the testing time.	1. DevOps to provide an environment with complete integrated stack for developers to test. (Completed) 2. Conduct an initial discussion on the requirements/need for a test bubble. (Completed) 3. Capture all the requirements and form workload accordingly. (In Progress) 4. Develop a solution on the implementation of a test bubble. (4/16/18) 5. Execute planned workload for development of a test bubble. (Time estimation: 1 month)
There is a lack of an automated acceptance functional test environment (inability to add automated tests to upper-order environments).	Automated tests are required to test and promote code faster to upper-order environments and lack of these tests, slows down the overall release process.	1. Implement automated test in lower order environments such as pre-integration and integration. (Completed) 2. DevOps to develop the framework to implement automated tests. (Completed) 3. Have discussion with development teams regarding their plans to develop functional tests and a timeline. 4. Develop a plan to implement automated acceptance functional tests. (4/25/18) 5. From the information gathered in #3/#4, expand upon existing workload as needed and establish timelines. 6. Execute planned workload created for test bubble. (Time estimation: 1 month)
There can be significant delays in completing the build request when requesting a deployment to multiple environments (e.g.,	The delay in Deploying Pipeline Changes can cause delay in the overall release process.	1. DevOps to obtain initiatives to automate the pipeline deployments so code can be deployed and promoted from the development environment to a higher-order environment. (Completed)

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Issue	Impact	Resolution
integration, integration02, demo).		2. Configure applications to enable code to be promoted automatically. (Completed) 3. Conduct further investigation to find solution that will resolve the issue. (In Progress) 4. Work with development teams and plan out the automation of all the applications to promote code through the pipeline. 5. From the information gathered in #3, #4, expand upon existing workload as needed and establish timelines. 6. Execute on the user stories created for test bubble. (Time estimation: 1 month)
Closed Issues		
Teams are expected to perform incident related activities and this represents a competing priority for development work, impacting the teams productivity and velocity. **CLOSED, 4/25/18**	*As teams perform these incident related activities outside their normal development duties, this can delay product being pushed out by these teams, as well as delay Snapshot Released.*	*Before each Sprint during planning session, the Scrum teams will dedicate to allocate an appropriate amount of resources specifically devoted to perform production incident related activities. This will become a normal process during each Sprint planning session.*
The Project needs a more robust and established baseline of test data. (There is no common understanding of what data is loaded in each environment.) **REMOVED, 4/25/18 Downgraded to medium priority.**	*1. Developers are working with purely synthesized data, including addresses that cannot be geocoded because they are not real locations. Code issues will take longer to uncover, and will get further down the delivery pipeline before being identified, resulting in higher cost and lower perceived quality.* *2. It is hard to hold anyone accountable if there is no standard to use for (team/feature) performance and evaluation or incomplete/unclear expectations.* *3. It will take substantially longer to validate migration and integration solutions if project staff are unable to access and validate the results of their efforts. There are significant (occasionally insurmountable) barriers to accessing production data, which is another issue/risk by itself. These security-related access issues have been put in place with no alternative methods (e.g. comprehensive test data) available as an alternative.*	*1. Implement a data masking process that conforms with National Institute of Standards and Technology 800-122 standards for de-identifying personal identifiable information, to provide a broad variety of test data to developers and data engineers.* *2. Continue to roll out the "Test Scenario" Structured Query Language capture and replay for scenario-based tests.* *3. Implement process to inject test data needed for integration and system tests just before the test runs, with clean-up after so the data is always in a known state for regression testing.* *4. Extend or Replace legacy data models based to meet long-term CWS-CARES needs, with associated conversion and test data tasks similar to those described above.* *5. Hire Test Data Manager to oversee and coordinate testing and test data management.* *6. Research and Implement test data management tools and automation.*

BUDGET/EXPENDITURES*
AS OF 5/22/2018

2017-18 CWS-CARES Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services*	11,836,786	3,454,107	4,793,736	8,247,843
Other OE&E*	2,588,822	799,222	1,729,600	2,528,822
Data Center Services**	650,000	230,480	375,602	606,082
Facilities*	1,421,345	1,039,520	699,867	1,739,387
Contract Services*	65,878,791	22,743,860	14,657,341	37,401,201
Hardware & Software*	4,116,197	1,347,445	2,768,752	4,116,197
Enterprise Services*	4,191,896	719,510	3,472,386	4,191,896
OSI Spending Authority Total	**90,683,837**	**30,334,144**	**28,497,284**	**58,831,428**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services*	2,284,820	1,248,380	1,036,440	2,284,820
Other OE&E*	15,234,312	-	1,759,202	1,759,202
County Participation Costs***	68,338,542	656,905	2,000,000	2,656,905
CDSS Local Assistance Total	**85,857,674**	**1,905,285**	**4,795,642**	**6,700,927**

CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services**	1,930,359	955,993	974,366	1,930,359
Facilities**	568,000	31,236	536,764	568,000
Other OE&E**	224,497	16,114	208,383	224,497
CDSS State Operations Total	**2,722,856**	**1,003,343**	**1,719,513**	**2,722,856**

CWS-NS Project Total	**179,264,367**	**33,242,772**	**35,012,439**	**68,255,211**

*Actual Expenditures through March 2018 FI$Cal Reports
**Actual Expenditures through January 2018
***Actual Expenditures through January 2018

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